

National Academy of Public Administration

Panel Recommendations

The Intelligence Workforce for the 1990s: A Review of Personnel and Compensation Systems to Meet Current and Future Missions

Chapter Three Hiring and Keeping the Best Personnel

Changing Authorization Levels

If cuts must be made for overriding political considerations, then the panel recommends that the intelligence committees of the Congress and the president realign the agencies' workloads to be consistent with the new staffing levels. (p.3)

Varying Success for Critical Skill Recruiting

The panel recommends that the Department of State send a clearer message to its foreign service officers as to the value of service in the Bureau of Intelligence and Research. (p. 6)

The panel recommends that Congress grant the FBI personnel flexibility comparable to that provided the military department intelligence components. Since FBI personnel move in and out of counterintelligence work, and there is not an identifiable group of intelligence staff, the panel recommends that such authority be provided for the entire bureau. (p.6)

Continuing Difficulty Predicted

The panel recommends that Congress consider establishing grants that would require recipients to work in public service, or specifically the Intelligence Community, for a given time period after receiving an advanced degree (similar to grants designed to encourage more students to become teachers in the 1960s and 1970s). (p.8)

Military Intelligence Hiring

The panel recommends that the military departments pay careful attention to CIPMS implementation, and that it be implemented with all deliberate speed. (p. 10)

The panel recommends that the head of each intelligence agency be authorized to issue a dual compensation waiver for a limited number of individuals, designated for specific positions of critical importance to the agency. (p. 10)

Recruitment Coordination

Rather than force these applicants, many of whom have passed security clearance procedures, to go through another agency's full application process, the NAPA panel recommends that the intelligence agencies seek ways to increase coordination of entry level recruitment.

Personnel Security

The panel recommends that the IC agencies take innovative action -- such as that reflected by NSA's Limited Interim Clearances. The panel also recommends that agencies examine their processing times and determine the reasons for the timeframes, whether internal or external, and take corrective actions. (p. 13)

The panel believes the clearance delays for these [military] departments must be reduced. To the extent that the timeframe is largely due to processing in the DIS, the panel recommends that the IC agencies should work together with that service to address these issues. (p. 13)

Retaining Talented Staff

The panel recommends that DIA, the FBI and the military department intelligence components closely monitor their attrition rates, and take appropriate actions to ensure that they do not continue to rise. Further, the panel recommends that the Department of State examine the Civil Service turnover rates in INR, with a goal of creating a planned process of employee reassignment. (p. 15)

Chapter Four

Investing in the Intelligence Community Workforce

Training for Mission Accomplishment

The panel recommends that all intelligence agencies develop a systematic process for examining the extent to which current training efforts will be sufficient for longer-term needs. Such a more formal training needs assessment will be crucial to adapting agency programs to future workload and changing workforce demands. This is especially necessary in INR where there is only the beginning of a formal intelligence training program for Civil Service or Foreign Service employees. (p. 6)

The NAPA panel recommends that an IC Committee on Training and Career Development be established. (p. 7)

The panel supports the DIA initiative to establish a basic ordering contract, which promises to make the external training procurement process operate more efficiently. It recommends that the Community examine this initiative for potential use on an IC-wide basis. (p. 7)

The panel endorses the recent DOD/OPM proposal to lift GETA restrictions and permit agencies to use external training resources more flexibly. If the executive branch proposals are not submitted to the 101st Congress, the panel recommends that the intelligence agencies seek a statutory exemption. Alternatively, the agencies could request a presidential exemption to this, as permitted in Title 5 U.S.C., section 4102. (p. 7)

Career Development

The panel recommends that the agencies establish or strengthen, as appropriate, their career development programs. (p. 12)

The NAPA panel recommends that the military departments establish within each of the three intelligence components a central capability for career development matters such as planning, providing information, consulting and training supervisors. (p. 12)

Staffing Reductions and Outplacement: Ensuring the Investment is With the Right People

The panel recommends that the IC agencies, if faced with future forced staffing level reductions, cooperate to place surplus employees with another of the IC agencies that has a need for such skills. (p. 16)

The panel recommends the IC agencies have the kind of reciprocity with the Civil Service personnel system that other federal, independent personnel systems have. The panel recommends that the IC Staff, on behalf of the agencies in the Community, research this possibility. (p. 16)

To provide greater flexibility to deal effectively and expeditiously with overage situations, the panel recommends that Congress authorize the heads of IC agencies to approve early optional retirement when it is considered necessary to reduce strength or when large overages occur in specific occupational skills. (p. 16)

The panel recommends sharing the information on involuntary removal cases -- being mindful of employee rights of privacy -- with the other agencies of the IC, perhaps in coordination with the IC Staff. (p. 17)

The panel recommends that all IC agencies without effective outplacement programs establish them, and that they look to the CIA and State programs, as well as the private sector, as models for the design of their own programs. (p. 17)

Chapter Five Creating a More Diverse Workforce

The panel recommends that the intelligence agencies conduct regular analysis of retention, promotion and training participation data. If the agencies are retain the employees they have worked so hard to attract, they need to make concerted efforts in these areas. (p. 12)

Some of the NAPA recommendations are best stated in terms of recent congressional initiatives.

The fiscal year 1989 Intelligence Authorization Act (P.L. 100-453) requires the DCI and the secretary of defense to submit to the House Permanent Select Committee on Intelligence and the Senate Select Committee on Intelligence a report analyzing each equal employment opportunity group's representation in the CIA and the NSA. The law also requires that agencies prepare a plan to address underrepresentation of any such equal employment group by September 30, 1991. The House report on the bill emphasizes that its purpose in requiring an equal employment opportunity plan was not to set inflexible goals or hiring quotas, but rather to identify weaknesses in minority representation and participation, strengthen existing programs to acquire better minority representation and focus new resources and higher priority attention across the equal employment opportunity spectrum. The panel supports this initiative. (p. 12)

Further, the panel recommends that:

- this initiative be extended to DIA and the FBI;
- the Intelligence Community Staff receive and monitor these reports; and
- these agencies share with each other their successful techniques in achieving these goals. (p. 13)

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Chapter Seven Coordinating Human Resource Policy

The panel recommends establishing a Senior Coordinating Group, as the option which best ensures that the Intelligence Community has an integrated approach toward HRM change while leaving the responsibility for assessing the potential impacts of change where it belongs -- with the intelligence agencies. (p. 37)

The panel recommends that the intelligence agencies work to keep the congressional committees apprised of major change proposals as they develop. (p. 37)

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